Safety

Oversee and operate the safest aerospace system in the world, all with a culture of continuous improvement

Expand Safety Culture

Expand the Safety Culture Campaign across FAA and industry that integrates all aspects of Safety Culture (i.e., Just Culture, Reporting Culture, Learning Culture, Flexible Culture, and Informed Culture) to improve safety performance throughout the NAS.

Initiative: Alaska Safety Initiative

Reduce the fatal and serious accident rate in the State of Alaska with emphasis on Part 135 air carrier accidents.

Activity: Develop a Roadmap to Enhance Aviation Safety in Alaska

Develop a roadmap to enhance aviation safety in Alaska based on the recommendations in the FAASI report. Establish a communication procedure between external stakeholders and FAA utilizing the Office of the Regional Administrator, Alaskan Region, as the focal and first point of entry.

Target: Establish a Cross-organization Tiger-team

Establish a cross-organization tiger-team to develop a roadmap to enhance aviation safety in Alaska based on the recommendations in the FAASI report focusing on and balancing greatest impact to aviation safety and ability to quickly integrate in the national airspace system.

Target: Roadmap Development

Tiger team will develop a roadmap to address the recommendations in the FAASI Final Report focusing on balancing greatest impact to aviation safety and ability to quickly integrate in the NAS.

Target: Present Roadmap to External Stakeholders

Roadmap will be presented to the external stakeholders and tiger team engages stakeholders to receive feedback on roadmap.

Target: Incorporate Feedback into FAASI Progress Report

Tiger team will incorporate stakeholder feedback into a FAASI progress report released to the stakeholders.

Activity: Facilitate the Development of Weather Sources

Facilitate the development of weather sources for use in aviation decision making, enhancing VFR operations and improving access to instrument approaches, resulting in improved aviation safety.

Target: Increase the Availability of Automated Weather Reporting Systems (AWOS)

Increase the number of FAA-owned automated weather observing system (AWOS) available to aviators by eight from 107 to 115 as authorized by section 147 of the 2018 reauthorization act.

Enable Emerging Entrants

Develop a comprehensive strategy to enable the safe, timely integration of emerging entrants into the NAS to keep pace with advancing technologies and developments, while maintaining a safe and secure aerospace system that serves as a world model.

Initiative: Develop a Comprehensive Strategy to Safely Enable Emerging Entrants

Develop a Comprehensive Strategy to Safely Enable Emerging Entrants.

Activity: Effectively communicate the environmental review and National Environmental Policy Act (NEPA) compliance process for new entrants to external audiences and across FAA Lines of Business/Staff Offices (LOB/SO).

Educate both stakeholders and LOB/SOs on the FAA's environmental compliance process and requirements. The goal is to explain NEPA compliance, identify timing of environmental review in overall application process; highlight information gaps and identify information needs.

Target: Develop NEPA materials.

Develop a presentation or white paper to explain the NEPA process and familiarize new entrants with the FAA's environmental compliance process and requirements.

Initiative: Develop a Comprehensive Strategy to Safely Enable Emerging Entrants

Develop a Comprehensive Strategy to Safely Enable Emerging Entrants

Activity: Effectively communicate the environmental review and National Environmental Policy Act (NEPA) compliance process for new entrants to external audiences and across FAA Lines of Business.

Educate both stakeholders and LOBs on the FAA's environmental compliance process and requirements. The goal is to explain NEPA compliance, identify timing of environmental review in overall application process; highlight information gaps and identify information needs.

Target: Communicate NEPA Process and Requirements

Use NEPA materials to explain the NEPA process and familiarize new entrants with the FAA's environmental compliance process and requirements.

People

Strengthen our current and future aviation workforce by holding ourselves accountable, developing our people and planning for the aviation workforce of the future

Maximize the Benefits of Diversity, Equity, Inclusion, and Accessibility

Develop and implement a comprehensive strategy to ensure a more thoughtful, robust workforce environment that embraces the diverse talents of employees, ensures fair and equitable treatment, and advances broader gains in diversity, equity, inclusion, and accessibility.

Initiative: Maximize the Benefits of Diversity, Equity, Inclusion, and Accessibility

Maximize the Benefits of Diversity, Equity, Inclusion, and Accessibility

Activity: DEI&A Gender-Inclusive Policy Development

To ensure a diverse, equitable, and inclusive environment, adopt a gender-neutral language policy to be implemented across the agency.

Target: Conduct research to identify gender-specific terminology used in FAA policies and programs. Identify alternate terms to be used that align with diverse, equitable, and inclusive practices.

Conduct research to identify gender-specific terminology used in FAA policies and programs. Identify alternate terms to be used that align with diverse, equitable, and inclusive practices.

Target: Host a national symposium with internal and external stakeholders to socialize effort on the use of gender-neutral language at FAA.

Host a national symposium with internal and external stakeholders to socialize effort on the use of gender-neutral language at FAA.

Target: Obtain AOA approval of policy statement and begin facilitation and development in support of the draft order

Obtain AOA approval of policy statement and begin facilitation and development in support of the draft order.

Target: Working in collaboration with all LOB/SOs, refine draft order to utilize gender-neutral language references as appropriate in agency documents.

Working in collaboration with all LOB/SOs, refine draft order to utilize gender-neutral language references as appropriate in agency documents.

Initiative: EEO/Diversity and Inclusion Action Committee (EAC)

Utilize the EEO Action Committee (EAC) to collaborate and support a diverse and inclusive workplace with existing employee workgroups and LOBs/SOs to create an inclusive work environment.

Activity: Ensure a Diverse and Inclusive Workforce - Reasonable Accommodations

ACR will lead collaboration with LOBs/SOs to foster an inclusive work environment throughout FAA that promotes opportunities for all, including traditionally underrepresented groups such as Hispanics, Women, and People with Disabilities (PWD) / People with Targeted Disabilities (PWTD) by improving the Reasonable Accommodation interactive process.

Target: APL - Reasonable Accommodations

Ensure that at least 90% of reasonable accommodation requests are processed within 25 business days or less.

Activity: Ensure a Diverse and Inclusive Workforce - Mediation

Managers engage in the mediation/facilitation process when requested.

Target: APL - Mediation

Ensure that 75% of managers engage in mediation when requested by employees.

Initiative: Train Managers and Employees across the Agency in Diversity, Equity, Inclusion, and Accessibility (DEIA)

ACR will lead collaboration with LOBs/SOs to train managers and employees in DEIA.

Activity: ACR will Lead Collaboration with LOBs/SOs to Train Managers and Employees in DEIA

Ensure at least 75% of managers and 25% of employees from each LOB/SO attend a minimum of one training course from a menu of DEIA training courses such as Harmony & Respect, Reasonable Accommodations, Preventing Bullying, Equity, Hiring People with Disabilities (PWD) / Targeted Disabilities (PWTD), and Transgender.

Target: APL - Train Managers and Non-Managerial Employees in a Minimum of One DEIA Training Course

Ensure at least 75% of managers and 25% of employees attend a minimum of one training course from a menu of DEIA training courses such as Harmony & Respect, Reasonable Accommodations, Preventing Bullying, Equity, Hiring People with Disabilities (PWD) / Targeted Disabilities (PWTD), and Transgender.

Transform Agency to Meet Evolving Workforce

Transform agency workforce policies to proactively and collectively address/manage the realities and expectations of the future. Create flexible workspace and tools that reflect diverse workstyles/organizational needs to best serve the agency and workforce.

Initiative: Science, Technology, Engineering, and Math (STEM) Aviation and Space Education (AVSED) Program

Enhance and expand STEM/AVSED offerings to engage external stakeholders and support development of the program into the future.

Activity: STEM AVSED Equity Accountability

Develop methods to ensure that all students, including those in underrepresented and/or underserved populations, have access to events and learning activities aimed at introducing them to aerospace concepts and career pathways.

Target: Define and Identify Planned FAA Organizationally-sponsored Outreach

Define and identify planned FAA organizationally-sponsored outreach that should be targeted for initial STEM AVSED equitable outreach assessment.

Target: Implement Equity Assessment Criteria

Create and begin to implement equity assessment criteria to be used when planning STEM AVSED outreach events.

Target: Equity Assessment Training

Conduct training with FAA staff on how to use STEM AVSED equity assessment and ensure initial implementation.

Target: Identify Equity Assessment IT-platform

Identify appropriate IT-platform to house STEM AVSED equity assessment, allowing for broader implementation in FY23

Target: Provide Summary of Equity Assessment Results

Provide summary of STEM AVSED equity assessment results from FY22 activities to STEM AVSED Executive Board and the Administrator/Deputy Administrator.

Activity: Executing FY22 Adopt-a-School

FY22 Launch of national program to introduce students to aerospace concepts.

Target: School Participation

All regions must have at least one school participate in the program in FY22.

Target: Equity Assessment

All schools have high levels of underrepresented or underserved populations as outlined in the Adopt-A-School selection criteria.

Target: Educator Surveys

Conduct educator surveys to solicit program feedback and to inform program enhancements.

Target: Final Report Out to Senior ARA Leadership

Provide a final report out to Senior ARA Leadership.

Activity: Integrated Communication Strategy

Develop an integrated communication strategy and meet target implementation milestones for execution to advance the goals of STEM AVSED.

Target: Identify Goals, Internal and External Audiences, and Core Messaging

Identify goals, internal and external audiences, and core messaging to advance the STEM AVSED program.

Target: Communications Strategy

Collaborate with AOC to produce a proactive communications strategy that includes web, digital and social media, corporate communications and earned media.

Target: Review the Existing FAA.gov/education Website

Collaborate with AOC to review the existing FAA.gov/education website, identify revisions to make it more useful and engaging to target audiences, and implement initial revisions.

Target: Execute Targets Outlined in the Communications Strategy

Collaborate with AOC to execute targets outlined in the communications strategy to reach students, educators and parents, particularly those in underserved and/or underrepresented communities .

Target: Execute Targets Outlined in the Communications Strategy to Increase Internal Knowledge

Collaborate with AOC to execute targets outlined in the communications strategy to increase internal knowledge of the STEM AVSED program and procedures.

Activity: STEM Adopt-A-School Program - OSI/M

Support the FAA STEM/AVSED Program by ensuring 100% delivery of course material to the school through the STEM Adopt-A-School Program.

Target: Encouraging and Enabling Employees to Participate

Support the FAA STEM AVSED corporate program by encouraging and enabling employees to participate, as STEM AVSED Outreach Representatives, in the Adopt-a-School Program, by establishing and providing standardized lesson plans for 100% of the schools in the program.

Develop an FAA Employee Lifecycle Management Approach

Develop an FAA Employee Lifecycle Management Approach that promotes career opportunities, growth, and wellness through restructured recruitment and hiring; and continuous employee investment, development, and training towards the health of the agency.

Initiative: Small Business Opportunities

Support small businesses and job creation by providing opportunities for small businesses to attain FAA contracts and purchase orders, with special emphasis on procurement opportunities for socially and economically disadvantaged small businesses (including 8(a) certified firms), service-disabled veteran-owned small businesses, and women-owned small businesses.

Activity: Contracting with Small Businesses

Utilize market analysis and acquisition strategies to provide opportunities for small businesses to compete for, and attain FAA contracts and purchase orders, with special emphasis on procurement opportunities for socially and economically disadvantaged small businesses (including 8(a) certified firms), service-disabled veteran-owned small businesses, and women-owned small businesses.

Target: APL - Support ACQ's Small Business efforts

Support ACQ's efforts to ensure 25% of the Agency's total direct procurement dollars are awarded to small businesses.

Activity: Contracting with Small Disadvantaged Business (SDB)

Utilize market analysis and acquisition strategies to provide opportunities for Small Disadvantaged Businesses (SDB) to compete for and attain FAA contracts and purchase orders.

Target: APL - Support ACQ's Small Disadvantaged Business efforts

Ensure at least 12% of the Agency's total direct procurement dollars are awarded to Small Disadvantaged Businesses (SDB).

Global Leadership

Advance global aviation safety, operational excellence and innovation by leading and collaborating with aviation authorities globally

Global Aviation Safety and Security Enhancements

Improve global aviation safety and security through targeted assistance and collaboration, partnerships on aviation system safety oversight, streamlining regulatory environments, and promoting higher levels of global airspace and cyber security.

Initiative: Promote State Safety Programs, as well as regulatory requirements for airworthiness, air navigation, and Aerodrome operations

Increased complexity and volume of commercial aviation requires regulators to prioritize developing and maintaining regulations while advancing other risk-based safety enhancements to meet the needs of their ever-changing operations. Ensuring that the FAA effectively engages at the global, regional and country levels will result in international standardization of safety programs and regulations.

Activity: Runway Safety Engagement and Improving Aerodrome Safety Culture

U.S. airlines, corporate and private operators serve aerodromes in nearly every country in the world. Conditions at some foreign aerodromes are challenging due to lack of aerodrome improvements that has not kept pace with larger aircraft and higher traffic volumes. These challenges can have a negative impact on U.S. stakeholders serving these aerodromes. Leading aerodrome safety improvements not only improve the operational environment for U.S. operators, but create opportunities for U.S. aerodrome equipment manufacturers and service providers.

The FAA will assist Targeted aviation authorities and aerodrome operators with aerodrome certification, planning, assessment of State Safety Programs, and adoption of innovative technologies, equipment, and procedures in order to improve operational safety.

Target: Runway Safety Best Practices

Conduct at least two (2) events related to runway safety that showcase FAA best practices, including the delivery of FAA products such as the Runway Safety Action Team Workshop. These events will be identified by the Runway Safety and Airport Certification Working Group.

Initiative: Cybersecurity in the Aviation Ecosystem

The FAA will develop strong relationships with external commercial and Government partners to enable a more informed threat and defense capability, and leverage information and defense actions needed to protect FAA systems and networks.

Activity: International Cybersecurity Resilience

Promote common understanding of cyber threats, vulnerabilities, and resultant risk across the Aviation Ecosystem, and encourage information-sharing among government partners and Aviation stakeholders on aviation cybersecurity best practices and initiatives.

Target: International Cybersecurity Tabletop

Conduct a tabletop cybersecurity exercise (TTX) with at least one Civil Aviation Authority or regional organization; and enhance cybersecurity partnerships with at least one Civil Aviation Authority.

Initiative: Advance priority safety areas

Influence the development of international approaches to ensure the safe and sustainable pandemic recovery of the aviation sector.

Activity: Promote Regional Safety Enhancements

Engage regionally by sharing information and solutions with partners to enhance safety.

Target: Asia-Pacific Regional Organization Engagement

Promote and influence FAA best practices in Asia-Pacific leveraging regional entities by delivering a minimum of two workshops, roundtables, or webinars on safety matters.

Activity: Pacific Islands Engagement

Create team to evaluate FAA engagement in the Pacific Islands in support of ICAO's Pacific Small Islands Developing States (PSIDS) Study recommendations related to safety oversight.

Target: Establish Pacific Islands Engagement team

Establish Pacific Islands Engagement team

Target: Identify collaboration opportunities

Hold discussions with regional partners and organizations to identify opportunities for collaboration and future FAA engagement.

Target: Develop funding strategy

Develop strategy for utilizing multi-year Indo Pacific funding available to FAA and deliver to APC-1.

Activity: Africa Development Strategy

Develop a long-term strategy for U.S. aviation investment and development in Africa. This strategy will rely on data and analysis to define financial and personnel investments that benefit both the US (FAA) and Africa.

Target: Develop Strategy

Develop strategy in coordination with key FAA lines of business and staff offices.

Target: Identify Development Project

Identify one key project to develop and implement on the African continent.

Initiative: Raise the international baseline of aviation safety and security for operations in/near conflict zones.

The FAA has well-established processes and capabilities to assess conflict zone-associated aviation risks, conduct risk mitigation planning and engage industry and foreign partners to reduce the risk to the flying public. These Agency lessons learned and best practices would benefit the international community to be better positioned to proactively plan for and respond to emerging conflict zone risks presenting a risk to civil aviation operations and thereby raise the baseline of aviation safety and security.

Activity: Airspace Security

Safeguard civil aviation safety and security in or near conflict zones.

Target: Safer Skies

Share best practices with at least two (2) key counterparts by conducting at least one (1) priority deliverable under the Safer Skies Consultative Committee (SSCC) to promote increased communication or risk mitigation related to conflict zones. Support planning and execution of second annual Safer Skies Forum (SSF).

Target: Crisis Response Working Group (CRWG)

Employ the Crisis Response Working Group (CRWG) to coordinate real-time agency positions around NOTAM/SFAR mitigation planning, and proactively inform and collaborate with at least four (4) partners or industry groups to improve global civil aviation safety in and near areas of conflict.

Seamless and Sustainable International Operations

Promote seamless, harmonized, and sustainable international operations by improving operational excellence in delegated airspace and neighboring FIRs, international capacity building, research and innovation, and environmental sustainability.

Initiative: Ensure seamless and efficient movement of aircraft across international boundaries adjacent to U.S. managed airspace

The FAA shares Flight Information Region boundaries with 20 foreign ANSPs. It is critical that the movement of aircraft is as seamless and interoperable as possible. The FAA will cooperate with neighboring ANSPs to increase communications, navigation, and surveillance data sharing. The FAA will share the latest best practices; provide training, equipment repair, and loans; and harmonize procedures and separation standards. The FAA will deepen regional collaboration in Air Traffic Flow Management, Collaborative Decision Making, and performance-based operations, and seek greater participation in air traffic services data and network sharing. The FAA will strengthen regional planning and resiliency for exigency events, such as hurricane and pandemic response.

Activity: Pandemic Response and Disaster Recovery

Ensure the progress of pandemic response and disaster recovery planning initiatives.

Target: ICAO Council Aviation Recovery Task Force (CART) and High Level Conference on COVID-19 (HLCC) support

Represent USG policy, promote best practices on testing and cross-border risk management measures and coordinate response measures for passengers and aviation professionals through active involvement in the ICAO Council Aviation Recovery Task Force (CART) and at the High Level Conference on COVID-19 (HLCC).

Target: Caribbean Aviation Resilience and Recovery Group (CARRG) development

Support the development of Caribbean Aviation Resilience and Recovery Group (CARRG) regional initiatives and participate in least two (2) CARRG coordination meetings.

Initiative: Ensure air navigation procedures, technologies and standards are safe and efficient across international boundaries and regions

Beyond neighboring flight information regions, U.S. operators sometimes encounter inefficient airspace management, divergent standards and procedures, different equipage requirements, and other challenges. The U.S. aircraft and equipment manufacturers also encounter many of the same obstacles. The FAA is in a position to lead improvements in safety and efficiency with specific counterparts.

The FAA will work through ICAO to encourage global ATM procedures, standards, and technologies that are safe, efficient, and harmonized. The FAA will engage with key international stakeholders such as EUROCONTROL and national air navigation service providers on the advancement and harmonization of emerging technologies and standards in air navigation services. The FAA will share best practices in implementing new procedures, technologies and standards through CANSO, ICAO regional bodies, and other ANSPs. Where appropriate, the FAA will provide direct technical and operational support to improve safety and efficiency; to assist in the development of resilient airspace systems and disaster recovery.

Activity: Promote best practices related to the implementation of procedures and standards for efficient operations across international boundaries and regions.

Promote best practices related to the implementation of procedures and standards for efficient operations across international boundaries and regions.

Target: CANSO World ATM Congress Education Theaters

Develop content to share FAA best practices on Air Traffic and Safety at the CANSO World ATM Congress Education Theaters during the event (virtually) to further FAA's Global Leadership goals.

Target: Support the establishment of Doha FIR

Provide support to the U.S. Mission at ICAO, and to the Department of State, for the handling of Qatar's request for the establishment of a Doha FIR. This includes the provision of technical support to the U.S. Permanent Representative to ICAO in preparation for discussions in the upcoming 225th Council session.

Target: Positive Safety Culture Workshops

Organize and deliver at least two Positive Safety Culture-related workshops and/or webinars in collaboration with aviation authorities, Air Navigation Service Providers or regional entities to include promoting Voluntary Safety Reporting Programs.

Initiative: Advance internationally accepted innovative technologies to global standards to improve safety and efficiency

The FAA is best positioned to build upon the research and development of innovative technologies critical to providing the safest air transportation system in the world and advancing them as international standards at ICAO and other international standards-making bodies.

Activity: Harmonization of safety, efficiency, and innovation with key international partners

Work bilaterally with key international partners to increase cooperation on emerging technologies to build support for global adoption.

Target: EXCOM Work Plan Development

Agree to work plans from the Appendix Committees (Coordination Committee (CCOM), Deployment Activities Committee (DCOM), and Performance Analysis Review Committee (PARC)) addressing each of the work programs outlined in the joint white paper and adopted by the Executive Committee (EXCOM) Co-Chairs in March 2021.

Target: Participate in the National Aviation Authority Network (NAA)

Participate in the National Aviation Authority Network (NAA) established by the United Kingdom (UK) to align international efforts and advance global aviation to increase cooperation on emerging technologies and sharing of safety information. Participate on aviation recovery and innovation working groups as well as senior-level exchanges to promote and advance FAA positions and policies. Draft and propose at least one position or paper with the NAA to collaborate on for the upcoming 41st ICAO Assembly.

Initiative: Reinforce USG Efforts to Address International Aviation's Climate Impacts

FAA seeks to promote forward momentum globally in addressing aviation's climate impact. Combating the climate crisis is a key priority of the Biden-Harris administration. As climate change is a global problem, it is imperative that we work globally to find solutions. FAA has been involved in global efforts to address international aviation's climate impact for many years. Working with key States and supporting their climate efforts aligns with U.S. goals and priorities.

The FAA will continue to work with like-minded government and industry partners to advance technological solutions to reduce aviation's environmental impact, including advancing sustainable aviation fuels, more efficient operations and air traffic management, and quieter, more efficient aircraft and engine designs.

Activity: Work with regional partners to align climate goals and support climate action.

Work with regional partners to align climate goals and support climate action.

Target: Meet with key partners bi-annually to discuss opportunities for collaboration

Meet with key partners bi-annually to discuss opportunities for collaboration

Target: FAA will participate and/or present at least one technical paper at an event in each region

FAA will participate and/or present at least one technical paper at an event in each region

Enterprise Global Leadership Approach

Develop an FAA enterprise approach that reimagines how the agency engages in the international arena.

Initiative: Align and Prioritize FAA's Global Leadership Strategy at the Enterprise Level

Align and Prioritize FAA's Global Leadership Strategy at the Enterprise Level

Activity: Revise International Governance Structure

Revise international governance structure to improve senior-level agency visibility and involvement on corporate decisions involving the FAA's international engagement.

Target: Propose an International Governance structure for Leadership Review.

Propose an international governance structure for leadership review.

Target: Determine membership and leadership of the new structure

Determine membership and leadership of the new structure.

Target: Draft establishing documents for the governance structure and provide for leadership review

Draft establishing documents for the governance structure and provide for leadership review

Initiative: Advance collaboration and coordination among internal FAA offices on international strategies and activities

Advance collaboration and coordination among internal FAA offices on international strategies and activities

Activity: Technical Assistance Agreement Process Improvement

Improve the FAA's Process for Developing and Coordinating International Technical Assistance Agreements.

Target: Improve Processes for Technical Assistance Agreements

Conduct a review of the FAA's technical assistance process to identify choke points and make recommendations for stream lining. Issue revised process documents for the improved procedures and explore options for automating the process to enhance transparency and ensure efficient coordination.

Activity: ICAO alignment with U.S./DOT/FAA policies and priorities

Exert leadership at ICAO to promote alignment with U.S./DOT/FAA policy and priorities through enhanced information sharing and awareness, and development of coordinated positions and messages.

Target: 41st ICAO Assembly

Promote and advance U.S. priorities by performing extensive preparation and interagency coordination work advancing at least one (1) working paper and participating in the 41st Assembly.

Activity: IGIA Re-platforming

Re-platform the existing IT tool used to coordinate official U.S. Government positions on international aviation through the Interagency Group on International Aviation (IGIA).

Target: Deploy IGIA Platform

Deploy the new IT tool to a production server, train users and issue a revised SOP for the IGIA process

Activity: FAA Order 1240.XX

Issue FAA Order 1240.XX, FAA Participation in ICAO Panel and Technical Groups to enhance the FAA's participation in ICAO technical activities.

Target: Draft FAA Order 1240.XX

Submit draft FAA Order 1240.XX, FAA Participation in ICAO Panel and Technical Groups, for the FAA Administrator's signature.

Initiative: Evolve data-informed decision-making capabilities to improve effectiveness of international engagement strategies

Evolve data-informed decision-making capabilities to improve effectiveness of international engagement strategies

Activity: Prioritize FAA International Engagement

Develop and launch system for prioritizing international engagement based on data based needs and American aerospace activities.

Target: Establish International Community of Interest (ICOI)

Establish International Community of Interest (ICOI) that will enable the FAA to more effectively identify, obtain, and analyze data to make data-informed decisions about the FAA's international activities.

Initiative: Align agency international workforce with future needs

The agency workforce is a foundational asset in ensuring the FAA mission's success, including international engagements. With the rise of other influential international stakeholders and the connectivity of FAA efforts with the international community, our workforce must be informed and able to integrate international considerations into day-to-day decision-making. Aligning the workforce expertise to effectively address future needs will further enhance agency agility, and improve the efficient use of limited resources. Training and leadership development will ensure that employees have the right skills at the right time to meet the system's future needs.

Activity: Identify and develop talent for ICAO regional and headquarters vacancies

Establish cross-LOB/SO practices to identify and develop talent and fill ICAO vacancies at the ICAO regional and headquarters level.

Target: ICAO Engagement Program

Develop an agency-wide communications plan to raise awareness of ICAO secondment, and fellowship opportunities at the workforce level.

Activity: Increase FAA International Presence

Deploy international representatives to address future needs and growing partnerships

Target: FAA Representation in London

Establish FAA representative position in London and select new representative to manage and expand bilateral relationship with the UK (including development of NSDD-38 request/language and US Ambassador approval).

Target: FAA Representation in Mexico

Develop NSDD-38 request/language for FAA representative position in Mexico City and select new representative to begin managing and strengthening bilateral relationship.

Global Training and Outreach

Develop and modernize the FAA International Training program to improve the effectiveness of our technical assistance and consistently meet the needs of our international stakeholders.

Initiative: Reassert FAA Global Leadership through Global Outreach & Training

Reassert FAA Global Leadership through Global Outreach & Training

Activity: Inventory

Build and maintain an inventory of existing offerings.

Target: Identify content and delivery mode

Identify content and delivery mode from all LOB/SOs, ICAO, industry, CAAs, Academia, COEs and other international entities.

Target: Merge all inventory inputs into a consolidated inventory file or location.

Merge all inventory inputs into a consolidated inventory file or location.

Activity: Validate Existing Offerings

Review and assess existing training offerings.

Target: Review and assess content of inventory to determine what inventory is applicable to CAA personnel.

Review and assess content of inventory to determine what inventory is applicable to CAA personnel.

Target: Conduct suitability review with content owners and AGC for export control.

Conduct suitability review with content owners and AGC for export control.

Target: Develop "scrubbed" inventory.

Develop "scrubbed" inventory.

Activity: Needs/Gap Analysis

Conducts Needs and Gap Analysis.

Target: Gather training needs.

Gather training needs.

Target: Conduct gap analysis.

Conduct gap analysis.

Target: Determine solutions to fill gaps.

Determine solutions to fill gaps.

Target: Create an implementation plan.

Create an implementation plan.

Activity: Global Technical Outreach functions and governance

Establish Global Technical functions and governance.

Target: Establish governance.

Establish governance.

Target: Establish program management functions.

Establish program management functions.

Target: Identify resources to support implementing GTO Program.

Identify resources to support implementing GTO program.

Target: Ensure IT infrastructure and cybersecurity needs are met.

Ensure IT infrastructure and cybersecurity needs are met.

Activity: OneFAA Approach to International Training

Design, develop and deliver internal coordination processes to ensure and sustain a consistent, corporate approach to international training.

Target: Establish and lead team of intra-agency SMEs to address GTO initiative.

Establish and lead team of intra-agency SMEs to address GTO initiative.

Target: Establish liaison role and representatives from LOB/SOs.

Establish liaison role and representatives from LOB/SOs.

Target: Establish and manage working sessions(e.g., with AMA, AVS and other internal entities) to standardize internal training efforts.

Establish and manage working sessions (e.g., with AMA, AVS and other internal entities) to standardize internal training efforts.

Target: Develop internal coordination process and procedures to ensure a OneFAA approach to international training and outreach.

Develop internal coordination processes and procedures to ensure a OneFAA approach to international training and outreach.

Target: Establish advisory boards and steering committees.

Establish advisory boards and steering committees.

Activity: International Strategy

Align with International Strategy

Target: Develop GTO annual strategies and plans and set GTO business goals.

Develop GTO annual strategies and plans, and set GTO business goals.

Target: Coordinate with external agency partners.

Coordinate with external agency partners.

Target: Balance priorities with international strategy.

Balance priorities with international strategy.

Activity: International Training

Design, develop & deliver international training.

Target: Create a unified pricing model for training provided externally.

Create a unified pricing model for training provided externally.

Target: Develop and implement a marketing approach for international training in line with FAA priorities.

Develop and implement a marketing approach for international training in line with FAA priorities.

Target: Design, develop and maintain a catalogue of internal offerings.

Design, develop and maintain a catalogue of internal offerings.

Global Safety Information Management

Develop an effective global safety data sharing process and tools to effectively mine raw data and allow access to key stakeholders to make better informed safety decisions.

Initiative: Develop Global Safety Information Management Platform (GSIMP).

Develop Global Safety Information Management Platform (GSIMP).

Operational Excellence

Operate the world's most efficient aerospace system through daily execution, continuous improvement and infrastructure investment.

Optimize Mission Efficiency and Support

Optimize efficiency and support mission requirements through daily execution, continuous improvement, planning, and investment. Effectively plan for and manage finances, procurement, information technology, and other mission support services.

Initiative: FAA FOIA Program

Ensure FOIA requests from the general public are processed within statutory timeframes and improve management of FOIA program.

Activity: FOIA Backlog Reduction

Per the Open Government Directive, each agency with a significant pending backlog of outstanding Freedom of Information requests shall take steps to reduce any such backlog by ten percent each year. The FAA objective is not to just reduce the backlog, but to maintain the targeted reduction over the course of the fiscal year.

Target: APL - Reduce FAA FOIA Backlog

Reduce APL FOIA overdue backlog (level as of October 1, 2021) by 10% and sustain a 10% reduction on new overdue requests throughout FY2022.

Activity: 10 Oldest Pending FAA FOIA Requests Activity

Close 50% of the FAA's 10 Oldest Initial FOIA Requests reported to the Department of Justice as of October 1, 2021.

Target: 10 Oldest Pending FAA FOIA Requests (APL)

Close 50% of the FAA's 10 Oldest Initial FOIA Requests reported to the Department of Justice as of October 1, 2021.

Initiative: Develop and Maintain Data Information Management Systems

In collaboration with AIT, work across all LOB/SOs to develop, release, and update the existing Consolidated Agency Resource Library (CARL). Maintain SPIRE Strategic Business Management (SBM) and FEDTool systems for business planning and performance.

Activity: Data Analytics and Information Management Systems

Work across all LOB/SOs to develop, release, and update the existing Consolidated Agency Resource Library (CARL). Maintain SPIRE Strategic Business Management (SBM) and FEDTool systems for business planning and performance.

Target: Consolidated Agency Resource Library (CARL) Enhancement and System Maintenance

Collaborate with AIT to deliver the next version of the CARL which addresses the Administrator's requirements. Provide oversight and support enhancement development for SBM and FEDTool.

Initiative: Management Staff Support

Provide a broad range of personnel, financial management, travel, transportation and logistical services for the APL organization as well as all the Regional Offices and FAA lines of business and staff offices in support of FAA's international programs.

Activity: Personnel Support

Provide personnel support to the APL organization, regional offices, and FAA's operations in foreign areas.

Target: Response Time

Respond to FAA managers and employees within 1 business day and provide accurate information about human resource issues.

Target: Mandatory Training

Track and issue monthly reminders to APL and ARA employees on mandatory FAA training requirements

Target: LDR Compliance

Track and issue biweekly reminders to employees for LDR entries. Maintain at least a 98% compliance rate.

Target: ICAO Detailee Support

Provide advice and guidance to employees seconded and detailed to International Civil Aviation Organization (ICAO) in support of Global Leadership Initiative.

Target: Access to Classified Information Training

Ensure completion of required security training (Access to Classified Information), both annual and situational, by all personnel in accordance with prescribed standards for appropriate levels of access. Annual audit and provide documentation of completed training to APL-1/2 and ARA.

Target: Performance Management

Provide advice and guidance to managers and employees on performance management issues, and ensuring that 100% of employees receive a new performance plan, mid-year review and EOY final rating.

Target: APL Employee Handbook and New Employee Webinar

Using the APL onboarding process and administrative notices, develop an Employee Handbook that employees can access as reference and a new employee webinar to help orient new employees with the organization and senior leadership as well as introduce major initiative that APL is working on.

Target: Standard Operating Procedure for LQA Reconciliation

Develop a Standard Operating Procedure for submitting LQA documentation for quarterly reconciliations and monitoring. Coordinate with travel and logistics team to incorporate SOP into the International Assignments Notebook as a reference for employees on international assignments.

Activity: Finance and Training Support

Provide financial and acquisition support to the APL organization, regional offices, and FAA's operations in foreign areas. Support the registration of international students for resident training courses at the FAA Academy.

Target: Response Time

Respond to FAA managers and employees within 1 business day and provide accurate information about financial management issues.

Target: Budget Reviews

Provide quarterly budget reviews to each of the APL and ARA office directors within three weeks of the close of each quarter.

Target: FIT Plans

Develop annual spending plans and cost estimates within established Office of Budget & Programs (ABP) deadlines throughout FY 2022.

Target: Reimbursable Closeouts

Close out international reimbursable agreements within 60 days of the activity conclusion.

Target: R&R Requests

Coordinate 100% of new Reception and Representation (R&R) requests within 2 business days of receiving request.

Target: Monthly Reconciliations

Complete previous month reconciliations within 5 business days of the beginning of the next month and maintain a monthly green status (>95%) in REGIS for APL and ARA.

Target: LDR Tracking

Complete special project tracking (pay and non-pay) for AVSED-STEM, Noise, and UAS activities for the prior month within 8 business days of the beginning of the next month.

Target: AVSED/STEM Blanket Purchase Agreement

Establish a blanket purchase agreement (BPA) for AVSED-STEM supplies and giveaway items in FY 2022.

Target: International Training

Coordinate 100% of new International Training Agreements (ITAs) within 2 business days of receiving a complete request from the sponsor.

Activity: Travel and Transportation Support

Provide travel and transportation support to the APL organization, regional offices, and FAA's operations in foreign areas.

Target: Response Time

Respond to FAA managers and employees within 1 business day and provide accurate information about travel and transportation issues.

Target: International Travel Guidelines

Provide biannual reminders to FAA employees on international travel guidelines.

Target: Passport and Visa Applications

Forward all visa and passport applications for official travel within 1 day of receipt.

Target: Courier Actions

Ensure all courier actions are delivered within 1 business day to Department of State and Embassies.

Target: eCountry Clearances

Track and issue monthly reminders to FAA employees who have traveled internationally and have not obtained the required official passport or submitted an eCountry Clearance.

Target: PCS Portal

Permanent Change of Station (PCS) portal system that consolidates the end to end transfer of the employee's PCS move. Transition departing PCS Portal travelers to utilize the PCS Portal system. Track travelers monthly to ensure successful completion of check in/check out tasks.

Activity: Logistical Support

Provide logistical support to the APL organization, regional offices, and FAA's operations in foreign areas.

Target: Response Time

Respond to APL managers and employees within 1 business day and provide accurate information about logistical issues.

Target: AITS

Work collaboratively with AIT Shared Services to ensure that the issuing, tracking, and disposing of accountable equipment in accordance with FAA's property management policies. Verify and maintain a 90% compliance rate that APL's accountable equipment is inventoried and input into the FAA's Automated Inventory Tracking System (AITS).

Target: Records Management

Work collaboratively with the designated APL Record Coordinators to ensure each office is following the federal government's records management responsibilities. Attend monthly FAA Records Management Officer meetings and report minutes to record custodians.

Target: Internal Target: Occupational Safety & Health and Emergency Action Plan

Participate in monthly Occupational Safety & Health (OSH) meetings and submit POC reports as necessary. Review and update the Emergency Action Plan (EAP) for APL.

Target: ENS Support

Support the FAA Emergency Notification System (ENS) through APL. Send at least one test message every quarter.

Target: VP Tool

Maintain tool to evaluate VP narrative ratings in accordance with HRPM 9.1a and 2.25c.

Target: APL Devolution/Succession Plan Update

Update APL's devolution/succession plans. This includes adding ARA and updating APL Mission Essential Functions.

Target: Mobile Device Charges

Quarterly review and update mobile device inventory and usage charges with the National Wireless Program Office (NWPO) for accuracy and minimize costs.

Initiative: Civil Aviation Manufacturing Supply Chain Resiliency Report

Executive Order 14017 required a report on supply chain resiliency for the Transportation Industrial Base. DOT split the report into two sections (Civil Aviation Manufacturing and Freight/Logistics). DOT is the lead on this report and has requested FAA to co-lead. The Office of Policy and Plans (APO) has agreed to be the point of contact for this effort.

Activity: Civil Aviation Manufacturing Supply Chain Resiliency Report

Executive Order 14017 required a report on supply chain resiliency for the Transportation Industrial Base. The report is broken down into two sections: Civil Aviation Manufacturing and Freight and Logistics. The Executive Order requires the report be finished and with the White House by February 22, 2022.

Target: Civil Aviation Manufacturing Supply Chain Resiliency Report

Submit draft Civil Aviation Manufacturing Supply Chain Resiliency Report to OST.

Initiative: Regulatory Evaluations: Regulatory Analysis and Support

Provide timely Regulatory Impact Analyses as required in rulemaking using accepted economic principles and statistical analysis. Provide consulting for agency regulatory and deregulatory projects.

Activity: Economic Evaluations and Support of Aviation Regulations

Conduct economic analyses for agency rulemaking projects and policy initiatives to promote a safe and efficient National Airspace System. Support FAA's priorities for safety-first rulemaking policy development under the requirements under EO 12866, Regulatory Planning and Review.

Target: Produce Draft Regulatory Evaluations

Produce draft regulatory impact analyses for the FAA priority strategic rulemaking projects (RAMP-1 projects), in a timely manner as approved by the Rulemaking Management Committee or by a Principals Brief decision, unless projects are on hold due to a key policy consideration or prioritization of other projects.

Target: Improve data sources and methods used for regulatory impact analyses

Conduct market research to identify potential data sources that would enable analyses of regulated entities based on employment and revenue size.

Target: Develop a Training Module on Regulatory Impact Analysis

Develop a prototype training module that could be deployed either on the "Employee Learning Management System" (eLMS) or internal APO website and would be available on-demand to all FAA Lines of Business and Staff Offices interested in the economic analysis of rulemaking.

Initiative: FAA Air Traffic Cost Allocation Study (Section 519. FAA Data Transparency, FAA's Reauthorization Act of 2018)

Produce the FAA's Cost Allocation and Revenue Estimation Model (CAREM) per Section 519 of FAA 2018 Reauthorization.

Activity: Produce the FAA's Air Traffic Cost Allocation Study

To understand the relationship between the cost of providing air traffic services to various air service users and the revenue derived from these users, Section 519 of FAA 2018 Reauthorization has instructed the Federal Aviation Administration (FAA) to develop a Cost Allocation and Revenue Estimation Model (CAREM). This model will distribute air traffic service costs to a minimum of 15 distinct user groups, as specified in Section 519 (3) (A) of FAA's 2018 Reauthorization, and estimate the revenue derived from each of these user groups. The model is currently at the Office of Inspector General for review and validation. Upon validation a separate report to Congress detailing the results of the model will be produced.

Target: Integrate Recommendations from OIG into the Cost Allocation Model

Integrate Recommendations from OIG into the Cost Allocation Model.

Target: Develop Draft Report to Congress on Cost Allocation Model Results

Develop draft report to Congress on Cost Allocation Model results.

Target: Finalize Report to Congress on Cost Allocation Model Results

Finalize Report to Congress on Cost Allocation Model results and transmit to OST.

Initiative: Strategic and Business Planning: Strategic and Business Planning Development and Oversight

Enhance FAA's business planning, strategic planning, and performance management activities.

Activity: FAA Business Planning and Performance Reporting

Provide guidance on strategic and business planning procedures, obtain stakeholder input on the planning process, and support the user community through troubleshooting, training, and enhancement of business planning processes and tools for the SPIRE 2.1 Strategic Business Management (SBM) module and FEDTool. Work with DOT and OMB on all reporting requirements.

Target: Provide Guidance on Business Planning and Performance Reporting

Facilitate 2022 business planning and communications through weekly business planner and monthly Performance Committee meetings, and formal and informal customer communications training sessions. Respond to business owner and business planner questions. Develop and deliver a draft FY 2022 FAA Business Plan, and facilitate development and delivery of draft FY23 Corporate Goals. Collaborate with LOB/SOs to complete all DOT/OMB reports on time.

Activity: Support DOT and FAA Strategic Planning

Support the development and implementation of the FAA's Flight Plan 21 strategic plan, involving DOT and FAA performance measurement and reporting.

Target: Support Implementation for DOT & FAA Strategic Plans and Provide Performance Measures Oversight

Support Development and implementation of the Flight Plan 21 Strategic Plan and oversight structure, involving DOT and FAA performance measurement and reporting. Develop and deliver a draft Flight Plan 21 Strategic Plan for AOA, and the strategic implementation oversight plan in collaboration with the Flight Plan 21 Pillar Champions, Initiative Leads, and LOBs/SOs.

Initiative: Policy Development and Monitoring: Legislative, Policy and Funding Activities

Timely and high-quality support to senior management and stakeholders in monitoring and developing cross-agency policies, including but not limited to funding stability and adequacy, and other high-level objectives. Support the FAA Reauthorization process and cross-cutting policy issues.

Activity: FY23 Reauthorization Legislative Support

Facilitate development and coordination of the agency's legislative proposals in support of the FY23 FAA Reauthorization bill.

Target: FY23 FAA Reauthorization Development and Coordination

Working in collaboration with all LOB/SOs, identify and coordinate potential legislation to put forward in the reauthorization bill reflective of FAA priorities.

Activity: Emerging Policies

Lead cross-organizational efforts to facilitate maturation of emerging policy issues impacting FAA and the aviation industry.

Target: Identify, Coordinate, and Develop Emerging Aviation Policies

Identify, coordinate, and develop policies associated with emerging aviation technologies, working across and outside of the agency. These may include UAS and counter-UAS, UAS preemption, and spectrum issues including Position, Navigation, and Timing (PNT) analyses. Deliverable: Provide a monthly report on the progress of emerging technologies to the Deputy Director of Policy and Plans, develop policy/status memos, prepare FAA senior leaders for meetings with DOT/OST and industry, and provide staffing support.

Initiative: Develop Forecasts and Reports for the Aviation Industry

Forecast of overall demand for FY22 as measured by passengers enplaned is within levels established by COVID-19 recovery scenarios: Develop and publish national, international, and facility forecasts of the demand for aerospace services (including Commercial Space Launch and Re-Entry) and the workload it will impose on the National Airspace System (NAS) and support the agency's safety mission.

Activity: FAA Aerospace Forecast Development and Publishing

Develop and publish an annual FAA Aerospace Activity Forecast out to FY 2042 including forecasts for Air Route Traffic Control Center (ARTCC) Forecasts, UAS, and Commercial Space Launch and Re-Entry activity.

Target: Publish the Annual Aerospace Forecast for FY 2022-2042

Publish the annual Aerospace Forecast for FY 2022-2042 (including a UAS forecast) and provide overview of Aerospace Forecasts and Terminal Area Forecasts to FAA headquarters staff.

Target: Develop Forecasts for UAS

Develop forecasts for UAS activity, including small and large UAS (as needed).

Activity: Terminal Area Forecasts (TAF) Development and Publishing

Develop and publish Terminal Area Forecasts (TAF).

Target: TAF Publication

Prepare the TAF for publication. Once management approves release, publish on the internet within one week

Target: Publish High and Low TAF Scenarios

Publish high and low scenarios for Core 30 passengers and commercial operations.

Activity: Publish Air Route Traffic Control Center (ARTCC) and Commercial Space Launch and Re-Entry Forecasts

Develop and publish additional aerospace forecasts, including an Air Route Traffic Control Center (ARTCC) and Commercial Space Launch and Re-Entry forecasts.

Target: Publish the Air Route Traffic Control Center (ARTCC) Forecast

Publish the Air Route Traffic Control Center (ARTCC) Forecasts for Aircraft Handled.

Target: Publication of Commercial Space Launch and Re-Entry Forecast

Work with the Office of Commercial Space Transportation (AST) to generate and publish Commercial Space Launch and Re-Entry Forecast.

Activity: Industry Trends and Operations Report(s)

Publish quarterly report highlighting aviation industry traffic and revenue trends.

Target: Inform Stakeholders on Aviation Trends

Publish and distribute quarterly reports to stakeholders highlighting aviation industry traffic and revenue trends. Hold at least two live webinars with stakeholders to socialize trends in aviation industry.

Target: Publish Report on Economic Impact

Prepare report for publication on Economic Impact of Civil Aviation in U.S. that contains 2020 data reflecting impact of COVID-19.

Activity: UAS Implementation Plan and Strategic Analysis

Support and identify UAS integration research activities that align to FAA strategic priorities. Conduct testing for survey deployment, analyze findings and integrate into the FY22 UAS forecast.

Target: Define FAA UAS Data Collections

Define FAA UAS data collection and analysis requirements.

Target: UAS Survey Analysis

Complete tests for survey deployment and analyze survey results.

Initiative: Develop and Implement Modernized Forecast Tools and Products

Develop and implement modernized forecast tools to enhance efficiency.

Activity: Modernize the Terminal Area Forecast (TAF-L)

Select a recommended option for modernizing TAF-L from list of options presented in TAF-L audit.

Target: Terminal Area Forecast Improvements

Implement at least 1 recommended improvement from TAF-L audit.

Initiative: ARA Key Operational Activities

This initiative represents key activities and projects performed by ARA which are not clearly aligned under other APL Initiatives and serves as a repository for short term incentives for ARA Executives.

Activity: ARA Building Services

As Facility Manager, the Regional Administrator, has the ongoing responsibility to ensure that occupants of the regional office have a set of procedures for safeguarding personnel and property during emergency conditions. The COVID-19 pandemic presents unique circumstances that do not allow the same emergency procedures that have traditionally consisted of floor and stair wardens and command center teams due to the low population of each office. Therefore, the Occupant Emergency Plans (OEP) for each regional office must be revised to consider the occupancy level and limited availability of personnel during an emergency.

Target: Determine Procedures and Make Necessary Revisions to the Regional Office OEP

The Regional Administrators' Building Services teams will work collaboratively with GSA, Lessor/Property Managers, representatives from the local jurisdiction, Regional Occupational Safety, Health, and Environmental Resource (ROSHER) and other emergency/safety personnel to determine procedures and make necessary revisions to the regional office OEP. Necessary protocols are to be put in place and a drill or a tabletop exercise will be executed to practice and demonstrate procedures within the OEP.

Target: Develop Communications Strategy

Following the exercise and finalization of the OEP, a communications strategy will be developed to ensure all employees assigned to the regional office and visitors are aware of emergency procedures and protocols when working onsite or visiting the regional office. The communication methods should include posting of egress routes, instructions on the use of the Emergency Notification System (ENS), distribution via broadcast email, digital signage, and other available means.

Activity: Implement Improvements to the ARA Devolution Processes and Procedures

The ARA Regional Emergency Planners (EPs) will work with all ARA Functional Areas to implement improvements to the ARA Devolution processes and procedures, identified in the 2020/2021 Regional Exercises.

Target: Hold an Initial Meeting to Develop a Meeting Implementation Plan

The Regional EPs will hold an initial meeting to develop a Meeting Implementation Plan. This plan will outline the methods each ARA Functional Area will follow while working through the Devolution / Continuity of Operations Planning Improvement Process, identified in Target 2.

Target: Hold Devolution / Continuity of Operations Planning Meetings

The Regional EPs will hold three Devolution / Continuity of Operations Planning Meetings with the ARA Functional Area representatives in 2021/2022. These Functional Area representatives will be identified in the Meeting Implementation Plan created from Target 1. The meetings will focus on two main points. 1. Coordinating process improvements previously identified in the 2020/2021 Regional Devolution Exercises; 2. Identifying additional opportunities to enhance the ARA Devolution capabilities.

Initiative: O'Hare Airport Runway 9R/27L Extension Commissioning

Provide executive leadership, facilitate horizontal integration and conduct internal and external outreach needed to accomplish the timely extension of Runway 9R/27L at O'Hare airport. The benefits from implementing these projects will be improved safety, additional operating flexibility and enhanced efficiency, thus supporting the FAA's efforts to increase capacity and reduce delay.

Activity: O'Hare Airport Runway 9R/27L Extension Commissioning and Achieving Category 1 ILS Services

Horizontal Integration and external outreach to successfully commission the extension of Runway 9R/27L and the establishment of Category 1 services.

Target: Commission Extension of Runway 9R/27L to Achieve RNAV and Visual Services

Plan and execute activities to commission extension Runway 9R/27L with Area Navigation (RNAV) and visual services.

Target: Flight Check Extended Runway 27L Navaids Equipment to Achieve Cat I Capability

Plan and execute activities required to successfully flight check extended Runway 27L Navaids equipment required to achieve Cat I capability. Complete necessary site preparation, construction, equipment installation and tune-up. Conduct successful flight checks of impacted Instrument Landing System (ILS) localizer and glide slope facilities.

Target: Flight Check Extended Runway 9R Navaids Equipment to Achieve Cat I Capability

Plan and execute activities required to successfully flight check extended Runway 9R Navaids equipment required to achieve Cat I capability. Complete necessary site preparation, construction, equipment installation and tune-up. Successfully flight check impacted Instrument Landing System (ILS) localizer and glide slope facilities.

Target: Runway 9R/27L Approach Lighting Systems with Sequential Flashers II (ALSF II)

Complete the necessary site preparation, construction, installation and alignment of Runways 9R/27L ALSF II facilities.

Initiative: NY Operational Initiative

As identified with industry stakeholders, continue implementing operational initiatives at the New York Metropolitan airports.

Activity: NY Operational Initiative

As identified with industry stakeholders, continue implementing operational initiatives at the New York Metropolitan airports.

Target: Teterboro Airport Runways

Support replacement of Teterboro Airport RWY 19 Instrument Landing System (ILS) to help minimize equipment and operational impacts. Additionally complete installation of TEB RWY06 Distance Measuring Equipment (DME) to take advantage of onsite workforce. Track and complete all critical path Integrated Master Schedule (IMS) activities.

Target: Support the NextGen Internal Working Group (NIWG)

Support the NextGen Internal Working Group (NIWG) to facilitate implementation of Northeast Corridor (NEC) initiatives including furthering development of an RNAV replacement for LaGuardia International Airport (LGA) 31 Expressway Visual that provides advisory lateral and vertical guidance.

Target: Support the implementation of Special Authorization CAT II for PHL RWY 27L

Support the implementation of Special Authorization CAT II for PHL RWY 27L to provide an alternate low visibility approach when primary approach runways are closed. Track and complete all critical path activities.

Improve Sustainability, Mitigate Noise, and Reduce Emissions

Lead aviation sector efforts to improve sustainability, mitigate the effects of aviation noise, and reduce emissions.

Initiative: Climate Action, Improve Sustainability and Address the Effects of Aircraft Noise

Ensure that the FAA continues to be a leader in addressing the environmental impacts of aviation, including on climate change and noise, and in improving the sustainability and resilience of the FAA as an agency.

Activity: Improving Agency Sustainability and Resilience.

Increase the resiliency of critical FAA facilities and assets.

Target: Increase the resiliency of critical FAA facilities and assets.

Initiate multi-year effort to increase resiliency by identifying high-priority FAA critical facilities and assets and creating an initial vulnerability assessment template.

Target: Reduce Impact to climate change from FAA facilities and operations by lowering agency carbon footprint.

Enhancing FAA's sustainability performance by reducing agency GHG emissions, such as ensuring FAA is using available contracting authorities to procure clean energy solutions, expanding its green fleet, as well as collecting more accurate procurement data (FDPS) regarding the GHG emissions FAA contributes along the supply chain. Update AMS clauses if needed.

Activity: Addressing Aircraft Noise.

Review of existing national civil aviation noise policies to address the effects of aviation noise (including impacts to EJ communities).

Target: Initiate Review of the FAA National Civil Aviation Noise Policy.

Initiate review of existing national civil aviation noise policies to address the effects of aviation noise (including impacts to EJ communities) by developing proposed noise policy review process and internal protocols for leadership decisions.

Activity: Climate Action and Reducing Aviation GHG Emissions.

Support technological innovation to increase fuel efficiency and reduce GHG emissions.

Target: Support technological innovation to increase fuel efficiency and reduce GHG emissions.

Utilize R&D programs, coordination activities and policies to accelerate the development and deployment of sustainable aviation fuels to take a holistic view in terms of reducing aviation GHG emissions.

Activity: Sustainability – FAA Facilities and Operations.

Demonstrate leadership on climate and sustainability by increasing the energy efficiency of FAA facilities and reduce the overall carbon footprint of the FAA.

Target: New Construction/ Modernization Projects.

Include all new construction/modernization projects impacting more than 25k square feet at FAA facilities in the Sustainability Report and Implementation Plan.

Target: Designate at least 2 FAA facilities and 42,000 square-feet as Sustainable Federal Buildings.

Designate at least 2 FAA facilities and 42,000 square feet as Sustainable Federal Buildings.

Target: Assess five FAA facilities for "ISO 50001 Ready" certification pursuant to the Energy Act of 2020.

Assess five FAA facilities for "ISO 50001 Ready" certification pursuant to the Energy Act of 2020.

Activity: Global Leadership on Aviation and Climate Change.

Demonstrate renewed global leadership on climate change through international engagement, action at the International Civil Aviation Organization, and preparation of a U.S. Aviation Climate Action Plan.

Target: Incorporate interagency feedback received on the draft United States Aviation Climate Action Plan and brief OST leadership.

Incorporate interagency feedback received on the draft United States Aviation Climate Action Plan and brief OST leadership.

Target: Publish a revised United States Aviation Climate Action Plan.

Publish a revised United States Aviation Climate Action Plan.

Activity: Aircraft Noise.

Lead efforts in collaboration with aviation stakeholders to address aircraft noise in the United States and ensure up-to-date and effective noise policies.

Target: Establish a cross-LOB/SO team containing members with sufficient authority to represent their LOB/SO in noise policy discussions and deliberations.

Establish a cross-LOB/SO team containing members with sufficient authority to represent their LOB/SO in noise policy discussions and deliberations.

Target: Initiate public and stakeholder engagement in the FAA noise policy review process.

Initiate public and stakeholder engagement in the FAA noise policy review process.

Target: Complete initial noise policy review and identify potential policy options.

Complete initial noise policy review and identify potential policy options.

Initiative: Climate Action, Improve Sustainability, and Address the Effects of Aircraft Noise

This initiative will ensure that the FAA continues to be a leader in addressing the environmental impacts of aviation, including on climate change and noise, and in improving the sustainability and resilience of the FAA as an agency. The FAA has played a lead role, both domestically and internationally, to carry out research and development (R&D) and develop policies to reduce the environmental impact of aviation. Through this initiative, the FAA will identify opportunities to strengthen its leadership role and ensure a coordinated agency-wide approach. There are three elements to this initiative: 1) improving agency sustainability and resilience, 2) addressing aircraft noise, and 3) climate action and reducing aviation greenhouse gas (GHG) emissions.

Activity: Reducing environmental impact of aviation through the CLEEN Program by developing and maturing new aircraft technologies to reduce fuel burn, emissions and noise.

Initiate and develop new aircraft technologies under the CLEEN Program that will reduce noise, emissions, and fuel burn, and enable the aviation industry to expedite integration of these technologies into current and future aircraft

Target: Accelerate Aircraft Technology Maturation Under CLEEN

Prepare for and perform high-level ground or flight tests and demonstrations of CLEEN technologies that reduce noise, fuel burn and emissions.

Activity: Reduce emissions impacts attributable to U.S. civil aviation_

Advance rulemaking to support further reduction of emissions impacts attributable to U.S. civil aviation

Target: Reduce emissions impacts attributable to U.S. civil aviation

Publicly release the NPRM for the Fuel Efficiency standard

Target: Reduce emissions impacts attributable to U.S. civil aviation

Work with EPA to finalize EPA's nvPM Engine Emissions Rule, and initiate subsequent FAA engine nvPM emissions certification rule

Activity: Path to Net Zero Emissions by 2050

Reduce CO2 emissions from domestic aviation, as defined in the U.S. Aviation Climate Action Plan.

Target: Path to Net Zero Emissions by 2050

Reduce CO2 emissions from domestic aviation, as defined in the U.S. Aviation Climate Action Plan.

Initiative: Community Engagement

Continue to develop communication tools that increase transparency of Agency airspace actions and offer the opportunity for continued engagement.

Activity: Advance Community Engagement with Artificial Intelligence (AI) Chatbot

Increase FAA's Community Engagement activity by Launching a Web-Based Chatbot that will be used to create transparency and direct users to frequently asked questions about aircraft noise.

Target: Web-Based Community Engagement Chatbot

Launch a Community Engagement Frequently Asked Question Noise Chatbot that uses artificial intelligence software to understand conversational phrases and work autonomously to generate responses and collect data for process improvement

Target: Web-Based Chatbot Spanish Version

Use Machine Learning to train the FAA Community Engagement Frequently Asked Questions Noise Chatbot that uses artificial intelligence software to understand Spanish conversational phrases and work autonomously to generate responses and collect data for process improvement.

Activity: Develop and Implement Communication Guidance Post Airspace Projects

Develop and implement guidance for communication guidance with airports, elected local, state and congressional offices and other regional stakeholders after airspace projects are complete.

Target: Parameters for Reporting Method of Communication for Regional Offices

Develop Standard Operating Procedures/guidance on communication with the airport/community Post implementation of airspace projects.

Initiative: Boston Logan International Airport MOU with Massachusetts Port Authority

Provide executive leadership, facilitate horizontal integration and conduct internal and external outreach as needed to bring to closure to the Boston Logan International Airport (BOS) MOU with the Massachusetts Port Authority. The MOU establishes a framework for cooperation by FAA and Massport in exploring, evaluating and advancing changes or amendments to PBN procedures that reduce impacts from aircraft overflight noise, while maintaining the safety and efficiency benefits of PBN procedures at BOS. The MOU was signed in 2016 and is drawing to a close with the issuance of final Block 2 procedure recommendations by MIT. Once the community selects procedures for consideration, Massport will request implementation by FAA and will formally launch FAA's 7100.41 process.

Activity: Sunset BOS MOU

With the publication by MIT of the final Block 2 procedure recommendations, the MCAC will vote and request certain procedures be implemented. This request will be routed through Massport to FAA for evaluation of each change or new procedure for safety, operational and environmental impact. Acceptance by FAA for implementation will transition this effort from the MOU into the "normal" FAA process and will bring closure to the MOU.

Target: Block 1 Procedure Implementation External Communication to Congressional and Community Stakeholders.

Working with a cross-LOB team to include AOC, AJV-E and ARA, develop and execute a communication plan to notify Congressional and Community Stakeholders of the implementation of Block 1 procedures.

Target: Block 2 Procedure Feasibility Assessment

Once Block 2 proposed procedures are received from Massport, complete initial assessment of feasibility and communicate results to Massport and MCAC.

Target: Sunset MOU

Working with Massport, formally terminate MOU and gain Massport CEO agreement on next steps for future collaboration on community noise concerns.

Target: Lessons Learned for BOS MOU

Participate in an AEE led workshop with MIT, Massport and FAA stakeholders who were involved in the MOU to gather takeaways, lessons learned, policy or process implications or need for further research and development.

Initiative: Service Area Community Engagement Forums

Plan and execute Service Area Community Engagement Forums with participation of at least one airport from each region.

Activity: Eastern Service Area (ESA) Community Engagement Meeting

Execute an Eastern Service Area Community Engagement Forum to include participation from airports across the three Regions - New England, Eastern and Southern. Utilize best practices from Western Service Area (WSA) Noise Forum and Central Service Area (CSA) Communication Forum.

Target: Establish Cross-LOB Planning Team

Establish a cross-LOB planning team to include participation from ARA, AJV-E, and ARP senior leadership and community engagement officers (CEOs).

Target: Select Meeting Date and Invite External Stakeholders

Identify meeting date, invite external stakeholders and issue formal invitations.

Target: Develop Agenda

Working with the cross-LOB planning team, develop meeting agenda focusing on strengthening communication between FAA, Airports and Air Carriers and developing information sharing opportunities for community engagement to include topics such as aviation noise, new entrants and other topics of interest to communities surrounding airports.

Target: Execute Meeting

Execute ESA Community Engagement Forum.

Activity: Central Service Area (CSA) Communication Meetings

Execute a minimum of two Central Service Area Communication Forums to include participation from airports across the three Regions – Central, Southwest and Great Lakes. Utilize best practices from Western Service Area (WSA) Noise Forum and Eastern Service Area (ESA) Community Engagement Forum.

Target: Select Meeting Date and Invite External Stakeholders

Identify meeting dates, invite external stakeholders and issue formal invitations.

Target: Develop Agenda

Working with the cross-LOB planning team, develop meeting agenda focusing on strengthening communication between FAA, Airports and developing information sharing opportunities for community engagement to include topics such as aviation noise, new entrants and other topics of interest to communities surrounding airports.

Target: Execute Meeting

Execute CSA Communication Forum.

Activity: Western Service Area (WSA) Noise Forum Meeting

Execute a Western Service Area Noise Forum to include participation from airports across the three Regions – Northwest Mountain, Western Pacific and Alaska. Utilize best practices from Central Service Area (CSA) Communication Forum and Eastern Service Area (ESA) Community Engagement Forum.

Target: Select Meeting Date and Invite External Stakeholders

Identify meeting dates, invite external stakeholders and issue formal invitations.

Target: Develop Agenda

Working with the cross-LOB planning team, develop meeting agenda focusing on strengthening communication between FAA, Airports and developing information sharing opportunities for community engagement to include topics such as aviation noise, new entrants and other topics of interest to communities surrounding airports.

Target: Execute Meeting

Execute WSA Noise Forum.